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Monterey, California

THESIS

POSTGRADUATE EDUCATION AND PROFESSIONAL MILITARY DEVELOPMENT: ARE THEY COMPATIBLE?

by

James Roger Wilson

December 1991

Thesis Advisor: Richard Elster
Second Reader: Stephen L. Mehay

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This thesis examines the utilization of graduate education for graduates of the Naval Postgraduate School, Manpower, personnel, and Training Analysis (MPTA) curriculum, from December 1986 through June 1991. The study focuses on four areas: 1) developing a list and rank structure of billets requiring the xx33P code granted upon completion of the education, 2) tracking the carees of the officers following their graduation from the curriculum, 3) examining career progression paths to find places where timely utilization could be undertaken, and 4) examining the designator composition of the population.. The study determined that utilization for the period December 1986 through June 1991 was 22.2%. Assuming that all officers still in the two-tour Department of Defense utilization window were assigned to utilization billets as their next assignment, the utilization rate would rise to 52.5%. This was deemed unacceptable, and the recommendation was to require an eighteen month utilization tour immediately following completion of the curriculum. This would cause the utilization rate for MPTA graduates to rise to 97%.

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POSTGRADUATE EDUCATION AND PROFESSIONAL MILITARY DEVELOPMENT: ARE THEY COMPATIBLE?

by

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Lieutenant, United States Navy
B.S., United States Naval Academy, 1986

Submitted in partial fulfillment
of the requirements for the degree of

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from the

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ABSTRACT

This thesis examines the utilization of graduate education for graduates of the Naval Postgraduate School, Manpower, Personnel, and Training Analysis (MPTA) curriculum, from December 1986 through June 1991. The study focuses on four areas: 1) developing a list and rank structure of billets requiring the xx33P code granted upon completion of the education, 2) tracking the careers of the officers following their graduation from the curriculum, 3) examining career progression paths to find places where timely utilization could be undertaken, and 4) examining the designator composition of population. The study determined that utilization for the period December 1986 thourgh June 1991 was 22.2%. Assuming that all officers still in the two-tour Department of Defense utilization window were assigned to utilization billets as their next assignment, the utilization rate would rise to 52.5%. This was deemed unacceptable, and the recommendation was to require an eighteen-month utilization tour immediately following completion of the curriculum. This would cause the utilization rate for MPTA graduates to rise to 97%.

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I. BACKGROUND

Graduation from the Naval Postgraduate School is a fine accomplishment in the career of any naval officer. It is the result of much hard work and dedication. It is also accompanied by the requirement to serve in a "payback" tour in which the education gained is utilized.

This utilization tour has traditionally been a sore spot. It is supposed to happen no later than the second tour following completion of the education. Warfare community managers, and at times the affected officers themselves, often overlook this tour in favor of jobs within their warfare specialty. This is done to keep the officer competitive within his specialty. "Punching the ticket", as this is known, is not always compatible with the requirement to serve in a utilization billet.

The difference between the requirement for a utilization tour and what actually happens after the officer leaves the Naval Postgraduate School motivates this study. Although postgraduate education has been the focus of previous studies, utilization of that education has not been frequently examined.

There are many billets for which postgraduate education is a prerequisite. Are these billets being filled by capable

people? The answer is probably yes, but it is probably not an unqualified yes. The people serving in these billets undoubtedly do the job to the best of their ability, but the chances are good that these officers do not all possess Masters degrees.

There are many officers who never serve in a utilization billet. Is this because there were no billets available? The answer here is probably no, but not an unqualified no. There are billets available and there are qualified officers available to fill them. The problem is that either the officers themselves choose not to pursue these jobs, or the warfare community managers are not holding the officers to the requirement to serve in the utilization billet.

A. OBJECTIVES

There were three main objectives in this study. They were:

1. To determine whether or not the potential for career progression exists for officers from various warfare communities in billets coded xx33p and xx33q.

2. To determine to what degree utilization of graduation education is taking place for graduates of the Manpower, Personnel, and Training Analysis (MPTA) curriculum.

3. To determine whether or not there are points in normal career progression paths where utilization tours can be undertaken and the officer can still remain competitive among his/her peers.

B. RESEARCH QUESTIONS

These objectives lend themselves to one primary research question and two secondary questions. The primary research question was:

> Can the requirement for a utilization tour following the completion of postgraduate education be met given the available billets and the requirements placed on the officers by their respective warfare communities?

The two secondary research questions were:

1. What is the postgraduate education utilization rate for graduates of the Manpower, Personnel, and Training Analysis (MPTA) curriculum for the last 5 years?

2. Is the mix of officers (by designator) in the MPTA curriculum correct when compared with the mix of available xx33p and xx33q billets?

C. SCOPE AND LIMITATIONS

The main thrust of the thesis research was to determine the rate of utilization of graduate education for graduates of the MPTA curriculum. Knowing this, the question of why the number is what it is will be examined. The determination as to whether it was due to the relative availability of jobs requiring the xx33p and xx33q subspecialty code, the requirements placed on the officer by the warfare community, or some combination of the two, was made. The study was limited to graduates of the MPTA curriculum in the last 5 years because records prior to this time are incomplete.

D. LITERATURE REVIEW

John Riley (1987) stated that human resource development:

> "is the umbrella term covering the many forms and techniques to maximize the contribution of the human resource of the enterprise toward the...objective of meeting the business goals of management"

As it applies to this study, it can be said that postgraduate education is a form of human resource development that has as its goal the maximization of the contribution of the individual towards the effective defense of the nation. The efficient and effective use and development of human capital is the key to meeting the goals of management in any organization, especially the military.

Peter Drucker has written that:

> "the productive capacity of all businesses depends on three factors--the human resource, the capital resource, and the physical resource. It is interesting to note that the human resource is the only productive resource that can synergize; that is, produce a result greater than the sum of its parts. Also, the human resource is the only resource with a capacity to produce, whose upper limits cannot be defined."

This is especially true in the military where it will always come down to a person making a decision that has the possibility to cost much more than money. The cost may be extracted in the form of human lives. The human resource is the most important military resource.

Human capital theory deals with the abilities and know-how of people that have been acquired at some cost and that have the potential to command a price in the labor market. In his book entitled People Power, Herbert Parnes suggests that this human capital has the potential to be subjected to the principle of diminishing returns; that is, there is a point at which the accumulation of human capital does not produce returns equal to the amount invested to accumulate the capital in the first place.

Turning this around, one can say that the capital itself diminishes over time. Education is a prime example of this. With the constant advances in technology and management theory, it is quite possible that graduates of the MPTA curriculum in 1980 may not be able to serve effectively in a billet requiring that education in 1990. This would mean that the Navy, which invested in the officer who gained the capital, would not be getting an adequate return on their investment if the education is not utilized within a reasonable time. This was probably the thinking behind the requirement that the utilization tour come no later than the second tour following completion of the curriculum.

The literature has shown that human capital is a valuable commodity, but that it has the potential, at least, to become less valuable over time. Armed with this knowledge, it is imperative that postgraduate education be utilized at the

earliest available opportunity in order to present the Navy with the highest possible return on their investment.

E. ORGANIZATION OF THE STUDY

This study was broken into four parts. The first part took the 1990 Navy Billet File and extracted those billets that were coded either xx33P or xx33Q and then sorted them by designator and rank. The billets were limited to those coded P or Q because those were the billets for which postgraduate education in the MPTA curriculum was required. These billets will be presented in table format.

The second part of the study merged a list of graduates from the MPTA curriculum over the last 5 years with the 1991 Navy Officer Master File. This merging identified those officers who have served in utilization tours and those who have not. The utilization rate was then determined for each designator and as a combined, overall rate.

If the utilization rate was near zero, the list of graduates was extended to include up to the last 10 years of graduates. This was done to ensure that the low number was not due solely to the fact that the opportunity for a utilization tour was not yet available to those recently graduated officers. This new list was then be merged with the Officer Master File to determine utilization.

The third part of the research compared the xx33P and xx33Q billets available with the career progression paths that

have been set for officers from the represented designators. By comparing the available billets with the career paths for each designator represented, it was possible to determine if the possibility for a utilization tour existed given the existing warfare community promulgated career progression paths. This showed whether the utilization rates were due to the lack of opportunity in the respective career paths, or to the fact that billets were not available at the points when the officers were available to fill them.

II. METHODOLOGY AND DATA PRESENTATION

The data used in this study were obtained from four different sources. The data on billets came from the 1990 Navy Billet Master File. This file came via the Defense Manpower Data Center in Monterey, California, and is now on permanent storage in the W. R. Church computer center located at the Naval Postgraduate School. These data are stored, and can be accessed, under the filename MSS.F0504.ELSTER.AUFY90. The data on previous graduates came from two sources: names of actual graduates came from the Office of the Registrar at the Naval Postgraduate School; data concerning their assignments since graduation came from cross-referencing these data with the 1991 Naval Officer Master File. This cross-referencing was accomplished at the Defense Manpower Data Center. The final data elements, the Navy's career progression paths for officers, came from the February-March 1991 edition of Perspective magazine.

The 1990 Navy Billet File lists every officer billet available for 1990. It was necessary to use this file rather than the 1991 file because the 1991 billet file is classified secret. Classification would have severely limited access to the results of this study.

The 1990 billet file consists of the 550,366 jobs that make up the active duty United States Navy. This includes both officer and enlisted jobs. Since the main thrust of this study was to examine utilization of MPTA graduates and the billet structure of xx33- coded jobs, this file was modified to fit those needs.

Using the Statistical Analysis Software (SAS) system, version 6.06, the data were modified to include only officers in the grades Ensign through Vice Admiral (O1-O9). This reduced the data set to 77,546 observations. The data were further reduced by extracting only those billets that had the MILOCC (Miltary Occupation Code) variable ending in __33_. The MILOCC variable is a 16 digit alpha-numeric variable which describes the billet in terms of the designator, previous experience, rank, and subspecialty code of the officer required to fill that billet. By extracting only those billets which had the MILOCC variable ending __33_, a list of all the billets available which require the xx33 subspecialty code was developed. This reduced data set contained 456 observations.

According to DoD Directive 1322.10, utilization of fully funded graduate education is to take place no later than the second tour following the completion of that education. This makes it highly unlikely that any officer O7 or higher would be filling a first time utilization billet. Because the Navy virtually never provides graduate education to officers who

are Ensigns or Lt(jg)s, it stands to reason that no officer O2 or below would be serving in a utilization billet. Two other factors allowed for further reduction of the data set: 1) there are no officers below the rank of O3 attending the Naval Postgraduate School, and 2) the subspecialty code awarded upon completion of the curriculum is the P code signifying the attainment of a Masters level of education. This meant that all xx33x jobs coded other than at the P level were deleted from the analysis.

All of these reductions taken together resulted in a data set which consisted of the 154 billets available in MPTA, ranging in grade from O3-O6 and requiring the xx33P or xx33Q subspecialty code. The Q coded jobs, signifying the successful completion of a P coded job and the designation as a proven subspecialist, were kept in the data base in order to determine whether or not a career path existed in the subspecialty area.

Once this data set was created, it was sorted three ways. It was first sorted by rank, then by designator, and then finally by subspecialty code. The resultant data present the available xx33P and xx33Q coded billets by designator from Lieutenant to Captain. The complete list of data is contained in Appendix A. Illustrative data for Medical Service Corps officers (2300 designator) is listed in Table 1.

Table 1
Billets Available For Officers with 2300 Designator

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O3	2300	DC/PA PERS PLANS ANAL	N00018	P
2	O3	2300	MC PERS PLANS ANALYST	N00018	P
3	O3	2300	MPWR MGMT OFFICER	N00619	P
4	O3	2300	CHF MPWR MGMT	N0498A	P
5	O3	2300	ADMIN MED/SVC/MPWR	N64223	P
6	O3	2300	PERS/MPWR MGMT	N65428	P
7	O3	2300	HEAD MPWR MGMT DEPT	N66096	P
8	O3	2300	ADMIN MED SVC	N68094	P
9	O4	2300	HD MIL MPWR BRANCH	N00018	P
10	O4	2300	MED/DENT SPEC PAY	N00018	P
11	O4	2300	PERS/MPWR ANALYST	N00168	P
12	O4	2300	HEAD MMPQ	N00183	P
13	O4	2300	MPWR MGMT	N00203	P
14	O4	2300	MPWR MGMT OFFICER	N00259	P
15	O4	2300	PERS/MPWR MGMT	N0620A	P
16	O4	2300	HD MPWR MGMT	N66022	P
17	O4	2300	ADMIN MED SVC/MPWR	N68086	P
18	O4	2300	MPWR MGMT	N68093	P
19	O4	2300	PERS/MPWR MGMT/HD	N68094	P
20	O4	2300	PERS/MPWR MGMT/HD	N68095	P
21	O4	2300	PERS/MPWR MGMT/HD	N68096	P
22	O5	2300	HEAD MPWR ANALYSIS	N00168	P
23	O5	2300	PERS MPWR MGMT/HD	N00259	P
24	O5	2300	PERS/MPWR MGMT/HD	N68907	P
25	O5	2300	PERS/MPWR MGMT/HD	N68909	P

GRADE = the rank of the officer
UIC = the unit identification code of identifying the command and the location of the billet
SSCODE = the subspecialty code the billet requires

The next step in the study was to determine an historical utilization rate for graduates from the MPTA curriculum. In order to do this, it was necessary to obtain, from the Registrar, a list of previous graduates. This list contained 126 graduates from the winter quarter of 1986 through the summer quarter of 1991. This list was taken to the Defense Manpower Data Center where it was merged with the 1991 Officer Master file. This provided an historical tracking of these officers from the time they left the Postgraduate School until 1991. Twenty-six of the officers in question were no longer contained in the Officer Master File, indicating that they were no longer serving in the Navy. One other officer was not included because his/her designator was not listed. The resultant data set consisted of 99 officer billet histories and is listed in Appendix B. The billet histories for those officers with 2300 designators are listed in Table 2.

TABLE 2

Utilization History of Officers with 2300 Designators

OBS	DESIGNATOR	UTILIZATION HISTORY CODE	DoD COMPLIANCE CODE
1	2300	H	
2	2300	B A	Z
3	2300	D	Y
4	2300	B M	Z
5	2300	G	Z
6	2300	B	
7	2300	D	Z
8	2300	D	

Assignment history is read from left to right, with the left-most letter indicating the most recent billet assignment. This code contains up to a maximum of eight characters. The possible characters and their meaning are listed in Table 3. DoD compliance codes are defined in Table 4.

TABLE 3

Utilization History Code Definitions

Character	Meaning
A	Operational tour required to maintain progression in warfare specialty or leadership tour essential to GURL career progression
B	Educational assignment (Service College, P.G. training, etc.)
C	Separation pending
D	Officer's graduation education field matches billet requirement
E	Officer's graduation education field closely related to billet requirement
G	Assignment utilizing officer's subspecialty in subspecialty billet not requiring education
H	Assignment utilizing officer's subspecialty in uncoded billet
J	Officer has more than one subspecialty code and higher priority exists for utilization of SUB 2 or SUB 3
K	Billet is not a subspecialty coded billet but is considered a higher priority billet
L	Non-utilization
M	Officer without graduate education will be utilizing subspecialty
N	Officer not subspecialty coded
X	No coded billet exists

These codes are inserted into the Officer Master File record for the officer in question by the officer detailer for that officer. For this reason, they are probably not the most accurate measure of utilization. Not only are they arbitrary, subject to the whims of the individual detailer, but they are also often times not entered at all.

A better measure of utilization, and also the one that will be used for this study, is the so-called 'XYZ' code. This is the DoD compliance code. It is entered by personnel in Pers-440E after reviewing the officer's assignment history. This is the official statistic used to report compliance with DoD Directive 1322.10. It will be used as the utilization criterion in this study if for no other reason than it is much more consistent. It is assumed more consistent because it is determined by a department of the Bureau of Naval Personnel, that is not responsible for utilization. There should be no concern here with what the utilization rate is. This department is only concerned with the computation of the rate. This presumably makes this code more reliable than the utilization history code, which is entered by the detailers who may have reason to try and influence the utilization rate. The letters shown in Table 4 may be found in the 'XYZ' code.

TABLE 4

DoD Compliance Code Definitons*

Character	Meaning
A	Officer is outside the DoD window (at least two tours since graduation) and has yet to be assigned a payback tour (OUT NOT USED)
B	Officer was assigned one payback tour but it was outside the DoD window (ONE TOUR OUT)
C	Officer was assigned two or more payback tours, but the initial tour was outside the DoD window (MULT TOUR OUT)
X	Officer is inside the DoD window and the first assignment was not a payback tour; if assigned a payback tour after the present assignment, the officer will be in compliance with DoD guidance (MUST USE NEXT)
Y	Officer was assigned two or more payback tours, and the initial tour was inside the DoD window (MULT TOUR IN)
Z	Officer was assigned only one payback tour and that tour was within the DoD window (ONE TOUR IN)

* As implied by the meaning of the "A" code, DoD requires fully-funded graduate education to be utilized no later than the second tour following graduation.

The final data came from the February-March issue of Perspective (vol 2/91), published by the Naval Military Personnel Command. From this publication came the standard

career progression paths for surface warfare, aviation, submarine, and general unrestricted line (GURL) officers. These are the career paths which one must follow very closely in order to progress to flag rank. The career paths are listed in Appendix C.

III. DATA ANALYSIS

The data analysis was seperated into four sections: 1) computation of the graduate education utilization rate, by designator, 2) an analysis of the billet structure, by designator, 3) an analysis of the make-up of classes of MPTA students, by designator, from 1986-1991, and 4) an analysis of the career progression paths for officers from different communities.

Table 5 illustrates the computed utilization rate for each designator.

TABLE 5

Utilization History by Designator

DESIGNATOR* (# of people)	# UTILIZED	# REMAINING IN WINDOW	UTILIZATION RATE	ADJUSTED UTILIZATION RATE
1100(29)	6	10	20.7%	55.2%
1110(42)	4	13	9.5%	40.5%
1120(3)	0	2	0%	66.7%
1310(3)	1	0	33.3%	33.3%
1320(10)	2	5	20%	70%
2300(8)	5	0	62.5%	62.5%
2900(4)	4	0	100%	100%
total(99)	22	30	22.2%	52.5%

* Designators are defined in Appendix D.

These computed utilization rates were determined by taking the number of officers for which the DoD compliance code was Y or Z (those that have served in at least one utilization tour) and dividing by the total number of officers with that designator. The adjusted utilization rate was computed by taking the number of offciers who have an X, Y, or Z as their DoD compliance code (those that have served in at least one utilization tour or are still in the 'within two tours following graduation' window) and dividing by the total number of officers with that designator. This adjusted utilization rate assumes that the detailers will do their jobs perfectly and assign all officers with a DoD compliance code of X (those that have not yet served in a utilization billet, but are still within the two-tour window) to a utilization billet as their next assignment. The adjusted utilization rate represents the highest achievable utilization rate. Table 5 reveals that the utilization rate for the five-year period 1986-1991 is presently 22.2% and cannot possibly be higher than 52.5%. It cannot possibly be higher than 52.5% because there are only 30 officers remaining in the window. If they were all detailed to utilization billets as their next assignments, the utilization rate would rise to 52.5%.

This rate is far from the DoD mandate of 100 percent. The low rate indicates that somewhere along the line the system is breaking down. The fault lies either with the officer detailers or within the Office of the Secretary of Defense

(OSD) which is charged with enforcing DoD utilization rules. The detailers may not take the requirement to utilize the education within two tours following graduation as a requirement, but instead as a guideline. Within DoD, enforcement of the utilization requirement may not be taking place. It is likely that the problem is due to a combination of the two factors.

These computed utilization rate numbers will not completely match official Navy or DoD numbers, because when the list of graduates was cross-referenced with the Officer Master File, there were 45 records that were missing the DoD compliance code. These records were counted as observations for purposes of determining the number of officers having that designator, but were not counted for utilization purposes. It is possible that some of those officers whose records were missing the code are serving, or have served, in utilization billets. The Officer Master File may also be in need of updating, but there was no way to make these determinations.

Because there is no way to determine whether or not utilization occured for those officers whose records were missing DoD compliance codes, there is the possibility that the rate has been negatively influenced. There is the possibility that these officers have served in utilization billets and that the utilization was not counted because of the missing observations. The utilization rate could be as high as 67% if all officers without a DoD compliance code in

their records have served or are serving in utilization billets.

The Bureau of Naval Personnel (BUPERS) measures graduate education utilization as follows:

$$utilization = (total\ grads\text{-}X\text{-}A)/(total\ grads\text{-}X)$$

where: X = the number of grads that have not yet served in a utilization billet but are still within the DoD window

A = the number of grads who have passed through the DoD window without having served in a utilization billet

This formula allows BUPERs to count, in the numerator, officers that have passed out of the DoD window, but who have subsequently served in a utilization billet. It also takes out of the denominator graduates in the window who have not served in a utilization billet. Table 6 illustrates the factors in the Navy's utilization computation.

Table 6

Data for All MPTA Graduates

UTILIZATION	IN WINDOW	OUT OF WINDOW
Served, or serving		
Not served	X	A

DoD, on the other hand, measures graduate eduacation utilization a little differently. The DoD equation is:

DoD utilization=(total grads-X-(A+B+C))/(total grads-X)

where: X = the number of grads that have not yet served in a utilization billet but are still within the DoD window

A = the number of grads who have passed through the DoD window without having served in a utilization billet

B = the number of officers that have served in a utilization billet after passing out of the DoD utilization window

C = the number of officers that have severed in more than one utilization billet after passing out of the DoD utilization window

Table 7 illustrates the factors in the DoD computation.

Table 7

Data for All MPTA Graduates

UTILIZATION	IN WINDOW	OUT of WINDOW	OUT of WINDOW, SERVED ONE TOUR	OUT of WINDOW, SERVED MULTIPLE TOURS
Serving, or served			B	C
Not served	X	A		

The difference between the two graduate education utilization equations is that, in the DoD formula, once an officer passes out of the utilization window, the officer can never count towards the utilization rate.

The analysis next looked at the structure of the billets available as utilization billets. These billet structures were analyzed in order to determine whether or not utilization

was adversely impacted by a lack of available utilization billets. If this turns out to be the case, then the utilization rate may be low because there are not enough billets to utilize effectively the graduated officers. Table 8 shows the number of P-coded billets available within each designator for the ranks LT thru CAPT.

TABLE 8

Billets Available Per Designator, By Rank

DESIGNATOR	LT	LCDR	CDR	CAPT
1000	6	32	17	4
1050	0	0	0	1
1110	0	3	1	0
1130	0	1	0	0
1300	0	3	0	0
1610	0	0	1	0
2000	0	0	5	1
2300	8	13	4	0
2900	1	8	3	0

The table clearly shows that the majority of available jobs are in the 1000 designator. Any unrestricted line officers (URL) may fill these billets. "Any URL" includes the 1100, 1110, 1130, 1300, and 1610 designators.

The prevalence of 1000 billets probably explains why there are so few billets available in the 1100 and 1300 series designators. 1100 and 1300 are specific warfare designators with few MPTA-related jobs. By placing the majority of the manpower and personnel jobs under the 1000 designator, the

Navy has a good chance of getting someone who is familiar with the needs of the fleet to fill the billet. Also, most of the billets available under this designator are located in the Pentagon or the Navy Annex; not an operational command.

The communities for which there are no opportunities for a manpower-based career progression are Cryptology and Intelligence (1610 and 2000 designators). With the first available P-coded billet in these communities not occurring until the CDR level, it is highly unlikely that an officer would be able to fulfill the utilization requirement within the allotted two tours following graduation unless the officer completed the curriculum as a very senior LCDR. Since the majority of officers attend the curriculum as junior or mid-grade lieutenants, this is not very likely.

The next step in the analysis was to look at the student make-up of the MPTA curriculum over the period 1986-1991. This was a necessary step because the mix of officers could have some impact on the utilization rate. For instance, if there were only two billets for Medical Service Corps officers and there were fifteen Medical Service Corps officers in the curriculum, it would stand to reason that the utilization rate would be low because there would be too many officers for the billet structure. Table 9 lists the number of graduated officers per designator over the period 1986-1991, along with the available billets. Billets for the 1000 designator are included in the totals for the designators that can fill them

(added to the 1100, 1110, 1120, 1310, and 1320 designators). Billets for designators which were not represented in the population are not listed.

TABLE 9

Number of Officers Available Compared to Billets Available

DESIGNATOR	# OFFICERS AVAIL	# BILLETS AVAIL	BILLET TO OFFICER RATIO
1100	30	59	1.97
1110	41	66	1.6
1120	3	59	19.7
1310	3	64	21.3
1320	10	64	6.4
2300	8	25	3.1
2900	4	12	3

At first glance, this table seems to indicate that there is a very good chance to utilize everyone that received the education since the smallest ratio of billets available to officers available is in the 1110 community, where that ratio is 1.6 to 1. It is necessary to go back to the analysis of the billet structure to see how the billets break down by rank. Table 10 gives the percentage of the available billets in each of the ranks (LT-CAPT) for the designators represented in the student population.

TABLE 10

Percentage of Available Billets In Each Rank

DESIG	# OFF AVAIL	# BILLETS AVAIL	% LT	% LCDR	% CDR	% CAPT	TOT %
1100	30	98	6.1	41.8	32.7	19.4	100
1110	41	105	5.7	41.9	34.3	18.1	100
1120	3	98	6.1	41.8	32.7	19.4	100
1310	3	102	5.9	43.1	32.4	18.6	100
1320	10	102	5.9	43.1	32.4	18.6	100
2300	8	25	32	40.6	12.5	0	100
2900	4	12	8.3	66.7	25	0	100

As Table 10 indicates, the chances that an officer fills a utilization billet as a lieutenant are very slim. This also makes the chances of complying with the DoD mandate very slim. As stated earlier, the majority of the officers in the curriculum are relatively junior lieutenants. This lack of seniority means that these officers will more than likely remain lieutenants through the first tour following graduation. With the billet structure the way it is, the detailers are faced with having only one tour (realistically, the second one following graduation) in which to assign officers to utilization tours.

This constraint effectively puts a lot of pressure on the detailers. They have a requirement to detail these officers to utilization billets, but there are also warfare requirements. Such requirements are present in the 1110

community where most officers are required to serve in two consecutive department head billets. Since most 1110 officers proceed from Postgraduate School to Department Head School, and then to the two department head tours, it is virtually impossible to achieve DoD compliance levels in the 1110 community (Surface Warfare Community). The same is also true in the 1120 community (submariners). Submariners have the same type of department head tour assignment policy as Surface Warfare. In the aviation community (1300 designator), the second shore tour is the second tour following the normal time of Postgraduate School attendance. This would indicate that the pressure is on the detailers in this community, also. There is only one opportunity to achieve DoD utilization. In the general unrestricted line community, 1100, there is no such problem. The pipeline is set up so that an officer attends Postgraduate school, then goes on to a department head billet, and then a tour is specifically designated for subspecialty utilization. The career progression paths for officers from these communities are contained in Appendix C.

It is interesting to note that in all communities, all of the blocks of time that are available for subspecialty utilization come at the LCDR level. This is an argument against having subspecialty coded LT billets. By redesignating these LT billets as LCDR billets, the available billets would expand, perhaps causing the utilization percentage rate to rise.

IV. CONCLUSIONS AND RECOMMENDATIONS

Four major areas have been examined. These areas were: 1) the MPTA graduate education utilization rate, 2) the rank structure of the available subspecialty billets, 3) the career progression paths for unrestricted and general unrestricted line officers, and 4) the breakdown of MPTA graduates by designator. Collectively, these four areas led to several major conclusions. These conclusions will be presented, followed by recommendations for improvement, and finally, suggestions for areas of further research.

The most obvious conclusion from this analysis was that the overall utilization rate was low. The 22.2% overall utilization rate was low. The fact that the rate cannot, under current policies, rise above 52.5% was cause for further concern. These figures, 22.2% and 52.5%, should be cause for concern. Taken in a different light, they show that a minimum of 47.5% and up to a maximum of 77.8% of the educations received in the MPTA curriculum are, under current rules, unutilized.

Individually, every community was, and is, lacking in utilization except for the Navy Nurse Corps (2900 designator). This is interesting given that the Navy Nurse Corps is presently undermanned. This would lead one to believe that

once the Postgraduate tour was completed, the officers would be sent to fill nursing billets. This may have been, and in fact probably was, accomplished by sending the officers to fill hospital administrator-type billets which were subspecialty-coded and also necessary in the community.

The analysis of the billet structure showed that there was not really a problem with billet structure. The 109 available P-coded billets were spread proportionally throughout the represented communities. What made them proportional was the fact that the majority of the billets were coded for officers from any community (1000 designator). Coding in this manner allowed the billets to be applied to all of the unrestricted line communities (1100, 1110, 1120, 1300, and 1600 designators). The lowest ratio of billets to officers available was 1.6-to-1 in the Surface Warfare (1110) community.

With 1.6 billets for every xx33P subspecialty-coded officer graduated during the period, it would seem that finding a billet for an officer due to transfer should be a relatively simple task. Of course, in the other communities, where the ratios were higher, it would be much easier. There was no basis to believe that the low overall utilization rate, or any individual community utilization rate was caused, or negatively influenced, by a lack of available billets.

The career progression paths provided the biggest constraint to the detailers and thus were the major reason for

the low overall utilization rate. In all of the unrestricted line communities, the opportunity for the second shore tour does not occur until around the 10-year point. In all of these communities, there is the very real possibility that this will be the third tour following Postgraduate school. A utilization tour at this time would not count toward the DoD utilization rate. Also, prior to the start of this tour all officers would have completed the required additional service obligation and would be eligible to leave the service, never having served in a utilization billet.

The final part of the analysis dealt with the designator distribution in the curriculum during the period. The distribution of designators turned out to be in order when compared with the available billets. It showed that the detailers did their jobs when it came to filling the billets in the available classes. They must, however, also do the job at the other end, when the time comes to utilize the education.

There are many ways in which the process, and thus the overall utilization rate, can be improved. Chief among these is to require the utilization tour to follow immediately the education tour for all unrestricted line officers. The education tour lasts eighteen months (and is to go to 21 months). The block of time on the career progression path for the first shore tour is 36 months. Requiring officers to serve in eighteen month utilization tours immediately

following completion of the education would not professionally jeopardize the officer in any way, but would instead result in his/her assuming a department head job at the same time as his/her peers.

What would this requirement do in terms of the utilization rate? By requiring immediate utilization in the unrestricted line communities, the overall utilization rate would rise from a minimum of 22.2% and a maximum of 52.5% to 97%. There would have been three Medical Service Corps officers (2300 designator) that did not serve in utilization billets out of the entire population of officers. They also had already passed out of the window, making 97% both the minimum and the maximum rate. This represents a significant increase, one that would satisfy anyone inquiring into utilization.

What would this requirement have cost the individual officers professionally? The answer: Nothing at all. They would still be on the same progression path as their peers that served in three-year shore billets elsewhere. With the curriculum expansion to seven quarters (21 months), the cost becomes three months. This three month period should not penalize the officer professionally. Having already completed the utilization requirement, the officer should then be able to use subsequent shore tours to serve in career enhancing billets within his/her warfare specialty.

This recommendation may necessitate reassigning billets that are currently slated to be filled by LCDRs to billets

that may be filled by LTs. This should not be a problem since the Navy currently operates on a 'one-up, one-down' basis where LTs are routinely assigned to fill LCDR billets and vice-versa.

Another, albeit less effective, means of improving the utilization rate would be to widen the window from two to three tours. This would remove some of the pressure from the detailers by giving them, and the officers in question, more options. The problem with this approach is that in order to gain any real benefit from it, the service obligation incurred upon execution of orders to Postgraduate School would also need to be extended. This is necessary because giving the detailers an extra tour to detail officers to utilization billets would do no good at all if the officer in question was no longer in the service by the time of this third tour.

In summary, the problem in the system lies mainly with the career progression paths which do not allow for timely utilization. The answer is to make utilization mandatory immediately following completion of the education. This conclusion makes perfect sense. With the curriculum in a constant state of flux trying to stay current, the sooner the education is utilized, the more up-to-date the officer is, and the greater the benefit gained by the Navy.

The following areas of further study are recommended;

- The population should be followed until it moves out of the DoD utilization window entirely to determine the final utilization rate.
- The study should be expanded to include other curricula in order to determine how the utilization rates in those curricula.
- A study of the detailing process should be undertaken to determine what pressures are placed upon it by the officer community managers.
- The study should be expanded to include other services and all government funded education to determine their utilization rates.
- The study should be undertaken to determine how much non-utilization costs the Navy.

These recommended research areas will further define the graduate education utilization problem and probably lead to further recommendations on different methods of dealing with this problem. It is of the utmost importantance that this problem be fully explored in order to see every avenue of opportunity to solve it.

The opinions expressed throughout this study are not those of the Department of Defense or the Department of the Navy, but are solely those of the author.

APPENDIX A

1990 P and Q Coded Billets Listed by Rank in Designators

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O3	1000	OP-123D31 AVIATION SQUAD MPWR	N00011	P
2	O3	1000	PERS PLN/OP132F1 ASST ENL STR	N00011	P
3	O3	1000	STF PERS/OP-136C4 HUMAN IMMUN	N00011	P
4	O3	1000	INST ECON	N00161	P
5	O3	1000	PERS RES OFFICER	N33381	P
6	O3	1000	PERS P&P DIR/OP-132E1 'A' SCHOOL	N65146	P

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O4	1000	OP-113C1 MNPWR PERS TRNG ANAL	N00011	P
2	O4	1000	OP-116C2 TRNG/ED ANALYST	N00011	P
3	O4	1000	OP-120E4 HD, ACQ&SPEC SKILL	N00011	P
4	O4	1000	OP-112F HD 'C' SCOL TRNG SEC	N00011	P
5	O4	1000	OP-123D3 HD AVIATION SQUAD MPWR	N00011	P
6	O4	1000	OP-120C22 COMBAT SUP RATIO & E	N00011	P
7	O4	1000	OP-122C HD OFF PROG SEC	N00011	P
8	O4	1000	PERS MPW MGT/OP-130J1 ASST JTS	N00011	P
9	O4	1000	OP-114D2 ASST FOR GRAD EDUCATION	N00011	P
10	O4	1000	OP-130D HD OFF PROC PLANS SEC	N00011	P
11	O4	1000	PERS PLN/OP-134F HD ENL BONUS	N00011	P
12	O4	1000	OP-130E1S SURFACE OFF COMMUNITY MANAGER	N00011	P
13	O4	1000	OP-130E2 AVIATION OCM	N00011	P
14	O4	1000	OP-130E3 GURL OCM	N00011	P
15	O4	1000	OP-130E4O HD, OFF PROFESSIONAL	N00011	P
16	O4	1000	OP-134G ASST RET/RES POLICY	N00011	P
17	O4	1000	PERS P&P DIR/OP-134D1 ASST PAY	N00011	P
18	O4	1000	OP-132C5 ECM ADMIN/DECK	N00011	P
19	O4	1000	MPW PLN/MPWR&TRNG OFF	N00046	P
20	O4	1000	DIVISION HEAD	N33381	P
21	O4	1000	DIVISION DIRECTOR	N33381	P
22	O4	1000	DIRECTOR	N33381	P

23	O4	1000	SPEC ASST FOR SPEC PROJ	N42217	P
24	O4	1000	NMPC-02C SPEC ASST FOR PLANNING	N62980	P
25	O4	1000	OP-112C3 TRNG RESOURCE ANALYST	N65146	P
26	O4	1000	OP-111H HD SPEC SYS NTP SECTION	N65146	P
27	O4	1000	OP-112H1 TRNG MPWR ANAL	N65146	P
28	O4	1000	OP-120C2 MP ADMIN SYS ANALYST	N65146	P
29	O4	1000	OP-120C5 MPN/RPN ANALYST	N65146	P
30	O4	1000	OP-114C3 ASST FOR OCS/AOCS/OIS	N65146	P
31	O4	1000	OP-130F HD OFF PROM	N65146	P
32	O4	1000	OP-130E40B PROMOTION PERF ANALYST	N65146	P
33	O4	1000	OP-123D HD SHIP MPWR RQMTS SEC	N00011	Q
34	O4	1000	STF ADMIN/MPWR/PERS/ACOS	N00043	Q
35	O4	1000	INST MPTA	N42091	Q
36	O4	1000	PROG MGR-ED COUNSEL	N42091	Q
37	O4	1000	N-6C3 SPEC ASST FOR EQUAL & MI	N62980	Q
38	O4	1000	PERS PLN/OP-130C HD OFF STRENGTH	N65146	Q
39	O4	1000	CH, JNT MPWR BR	N65487	Q
40	O4	1000	JT PERS POLICY PLNR	N65487	Q
41	O4	1000	MPWR MGMT 112/O1STAFF OFF	N79109	Q

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O5	1000	OP-116C HD TRNG ED ASSESS SEC	N00011	P
2	O5	1000	MPW PLN/OP-111B DEP HD TRNG RE	N00011	P
3	O5	1000	OP-132C1 ECM AV MECH/ADMIN PRO	N00011	P
4	O5	1000	OP-132C2 ECM AV AVIONICS/ASW S	N00011	P
5	O5	1000	OP-132C3 ECM SURF ENG/HULL	N00011	P
6	O5	1000	OP-132C4 ECM OPS/COMBAT SYS	N00011	P
7	O5	1000	OP-136D HD OFF/ENL RET SEC	N00011	P
8	O5	1000	OP-132C11 ECM OPS COMBAT SYS	N00011	P
9	O5	1000	PERS P&P DIR/OP-134D HD PAY/ALLOW	N00011	P
10	O5	1000	SCH ADMIN/CHMN/ASSOC/CHMN ECON	N00161	P
11	O5	1000	DIRECTOR	N33381	P
12	O5	1000	SPEC ASST FOR POM/BUDGET	N42217	P
13	O5	1000	ADMIN OFFICER	N42217	P
14	O5	1000	SPEC ASST FOR RECRUIT	N42217	P
15	O5	1000	DIR CONSOLIDATION BR NMPC	N62980	P
16	O5	1000	NMPC-454 HD OFF ALLOC BRANCH	N62980	P
17	O5	1000	XO	N68221	P
18	O5	1000	ED TRA PLN GEN/OP-123F HD FUTU	N00011	Q
19	O5	1000	OP-393 HD SW MPR REQT BR	N00011	Q
20	O5	1000	PERS MPW MGT/OP-801D HD MPWR	N00011	Q

21	O5	1000	PERS PLN/OP-132F HD ENL STRNGTH	N00011	Q
22	O5	1000	NIC-11 DIRECTOR MPWR DIV	N00015	Q
23	O5	1000	PERS/MPWR MGMT/HD MIL RES MGMT	N00039	Q
24	O5	1000	DIR FLT PERS READ	N00060	Q
25	O5	1000	FLT MPWR OFFICER	N00070	Q
26	O5	1000	MPWR REQ (MOB TO BSC 38310)	N00070	Q
27	O5	1000	ASST DIR PROGS	N42091	Q
28	O5	1000	STF PERS/PERS DIST GEN	N53824	Q
29	O5	1000	MIL PERS REQMTS	N57012	Q
30	O5	1000	PERS P&P DIR/STAFF PERS	N57016	Q
31	O5	1000	HD LONG RANGE POLICY	N62980	Q
32	O5	1000	JOINT MPWR PLN	N65487	Q

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O6	1000	OP-130E HD OFFICER COMM MGMT S	N00011	P
2	O6	1000	OP-121 HD MPWR AUTH BR	N00011	P
3	O6	1000	OP RESEARCH ANALYST	N00029	P
4	O6	1000	N-08 DIR PASS PROG OFC/ADDU TO	N62980	P
5	O6	1000	OP-112 HD TRNG POL PROG&RESO	N00011	Q
6	O6	1000	OP-123 HD MPWR PQMTS DETE	N00011	Q
7	O6	1000	OP-12B DEP DIR TF PROG DIV	N00011	Q
8	O6	1000	OP-132 HD MILPERS MGMT BRANCH	N00011	Q
9	O6	1000	OP-130 OFFICER PLNS & COMM MGM	N00011	Q
10	O6	1000	PERS PLN/OP-132C HD ENL COMM MGR	N00011	Q
11	O6	1000	OP-11B DEP DIR TRNG & ED DIV	N00011	Q
12	O6	1000	OP-134 HD MIL COMP & POLICY BRANCH	N00011	Q
13	O6	1000	PERS P&P DIR/OP-13B DEP DIR PE	N00011	Q
14	O6	1000	MPWR/PERS DIRECTOR	N00060	Q
15	O6	1000	ACOS, MPWR, PERS, TRNG, ADMIN	N00063	Q
16	O6	1000	ACOS FOR FLEET PERS	N00070	Q
17	O6	1000	CO, SHORE ACT	N63410	Q
18	O6	1000	DEP DIR/COS	N65487	Q

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O6	1050	CO, SHORE ACT	N68221	P

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O4	1110	PERSONNEL PLAN/PERS PERF GEN	N53824	P
2	O4	1110	MPWR PLN/MPWR REQ DTMIN	N63410	P
3	O4	1110	OP-112E4 SURF WARF TRNG	N65146	P

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O5	1110	NMPC-017C HD MAINT BR	N62980	P
2	O5	1110	PERS DISTR GEN/FORCE PERS	N53825	Q
3	O5	1110	MILMPR REQ CTL	N53825	Q
4	O5	1110	MPWR PLN/HD SHIP MPWR REQ DEP	N63410	Q

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O4	1130	OP-132C10 SPECWAR/EDD/DIVER PROG	N00011	P

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O4	1300	MPWR PLN/MP&TDEPT HEAD	N45663	P
2	O4	1300	FLAG SEC/ADMIN OFF	N63981	P
3	O4	1300	OP-111F HD AIR WARFARE NTP SEC	N65146	P

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O5	1300	MPWR PLN/HD AVIATION MPWR REQ	N63410	Q

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O5	2000	OP-931D1 MANPOWER ANAL	N00011	P
2	O5	2000	HD ENL EDUC AND TRNG BR	N00018	P
3	O5	2000	HD MIL PROF TRNG BRANCH	N00018	P
4	O5	2000	HD MPWR DATA MGMT BR	N00018	P
5	O5	2OOO	HD PERS PLANS AND ANAL	N00018	P

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O6	2000	HD PROCUREMENT BR	N00018	P

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O5	1610	OP-132C7 ECM CT/INTEL FORGN LA	N00011	P

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O3	2300	DC/PA PERS PLANS ANAL	N00018	P
2	O3	2300	MC PERS PLANS ANALYST	N00018	P
3	O3	2300	MPWR MGMT OFFICER	N00619	P
4	O3	2300	CHF MPWR MGMT	N0498A	P
5	O3	2300	ADMIN MED/SVC/MPWR MGMT	N64223	P
6	O3	2300	PERS/MPWR MGMT	N65428	P
7	O3	2300	HEAD MPWR MGMT DEPT	N66096	P
8	O3	2300	ADMIN MED SVC	N68094	P

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	2300	O4	HD MIL MPWR BRANCH	N00018	P
2	2300	O4	MED/DENT SPEC PAY PROG	N00018	P
3	2300	O4	PERS/MPWR ANALYST	N00168	P
4	2300	O4	HEAD MMPQ	N00183	P
5	2300	O4	MPWR MGMT	N00203	P
6	2300	O4	MPWR MGMT OFFICER	N00259	P
7	2300	O4	PERS/MPWR MGMT	N0620A	P
8	2300	O4	HD MPWR MGMT	N66022	P
9	2300	O4	ADMIN MED SVC/MPWR	N68086	P
10	2300	O4	MPWR MGMT	N68093	P
11	2300	O4	PERS/MPWR MGMT/HD MPWR MGMT	N68904	P
12	2300	O4	PERS/MPWR MGMT/HD MPWR MGMT DE	N68905	P
13	2300	O4	PERS/MPWR MGMT/HD MPWR MGMT	N68906	P

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O5	2300	HEAD MPWR ANALYSIS DEPT	N00168	P
2	O5	2300	PERS MPWR MGMT/HD MPWR MGMT DET	N00259	P
3	O5	2300	PERS/MPWR MGMT/HD MPWR MGMT	N68907	P
4	O5	2300	PERS/MPWR MGMT/HD MPWR MGMT	N68909	P

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	2900	03	PERS/MPWR MGMT NRS	N00619	P

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O4	2900	HD MPWR RQMTS BRANCH	N00018	P
2	O4	2900	MSC PERS PLANS ANALYST	N00018	P
3	O4	2900	PERS/MPWR MGMT NRS	N00183	P
4	O4	2900	NRSG QA COORD/RES NRS	N00259	P
5	O4	2900	PERS/MPWR MGMT NURSE	N00259	P
6	O4	2900	PROJECT OFFICER	N65126	P
7	O4	2900	UR COORDINATOR	N68084	P
8	O4	2900	QA COORDINATOR	N68094	P

OBS	GRADE	DESIG	BILLET TITLE	UIC	SSCODE
1	O5	2900	QA COORDINATOR	N00203	P
2	O5	2900	QA/RM COORDINATOR	N00232	P
3	O5	2900	NRS SERV ADMIN/HM CLIN DETAILER	N0498A	P

APPENDIX B

Utilization History for MPTA Graduates from Dec 1986 to Jun 1991

OBS	DESIGNATOR	UTILIZATION HISTORY CODE	DoD COMPLIANCE CODE
1	1100	G	X
2	1100	D	Z
3	1100	B	X
4	1100	A D	Z
5	1100	A	
6	1100	A G	X
7	1100	A	
8	1100	A	
9	1100	H	
10	1100	A A	X
11	1100		X
12	1100	A	
13	1100		X
14	1100	B	
15	1100	B	
16	1100	G	Z
17	1100	D	
18	1100	A	X
19	1100	G	X
20	1100	B	X
21	1100	G	
22	1100		
23	1100	A L	X
24	1100	K D	Z

25	1100	G N N N N	Z
26	1100		
27	1100	A	
28	1100	D	Z
29	1105		

OBS	DESIGNATOR	UTILIZATION HISTORY CODE	DoD COMPLIANCE CODE
1	1110	B	
2	1110		
3	1110	A	
4	1110	A	Z
5	1110		
6	1110	L	
7	1110		
8	1110		
9	1110		
10	1110	G D	Z
11	1110		
12	1110		
13	1110	A	X
14	1110	A	
15	1110	A	X
16	1110		
17	1110	A	Z
18	1110		
19	1110		
20	1110		
21	1110		
22	1110		
23	1110	D	Z

24	1110	A	
25	1110	G A	X
26	1110	B	
27	1110	B	X
28	1110	G A	X
29	1110	B	X
30	1110	B	X
31	1110	A	
32	1110	A	X
33	1110		X
34	1110	A	X
35	1110		
36	1110	J A	X
37	1110	A	
38	1110		
39	1110		X
40	1115		
41	1115	L	X
42	1115		

OBS	DESIGNATOR	UTILIZATION HISTORY CODE	DoD COMPLIANCE CODE
1	1120		
2	1120		X
3	1120	J	X

OBS	DESIGNATOR	UTILIZATION HISTORY CODE	DoD COMPLIANCE CODE
1	1310	D B	Z
2	1310	H A	A
3	1310	A	

OBS	DESIGNATOR	UTILIZATION HISTORY CODE	DoD COMPLIANCE CODE
1	1320		X
2	1320	B M	
3	1320		
4	1320	L A	A
5	1320	L A	X
6	1320	B	Z
7	1320		Z
8	1320		Z
9	1320	G	X
10	1325	A	X

OBS	DESIGNATOR	UTILIZATION HISTORY CODE	DoD COMPLIANCE CODE
1	2300	H	
2	2300	B A	Z
3	2300	D	Y
4	2300	B M	Z
5	2300	G	Z
6	2300	B	
7	2300	D	Z
8	2300	D	

OBS	DESIGNATOR	UTILIZATION HISTORY CODE	DoD COMPLIANCE CODE
1	2900	B	Z
2	2900	D	Z
3	2900	D	Z
4	2900	D H	Z

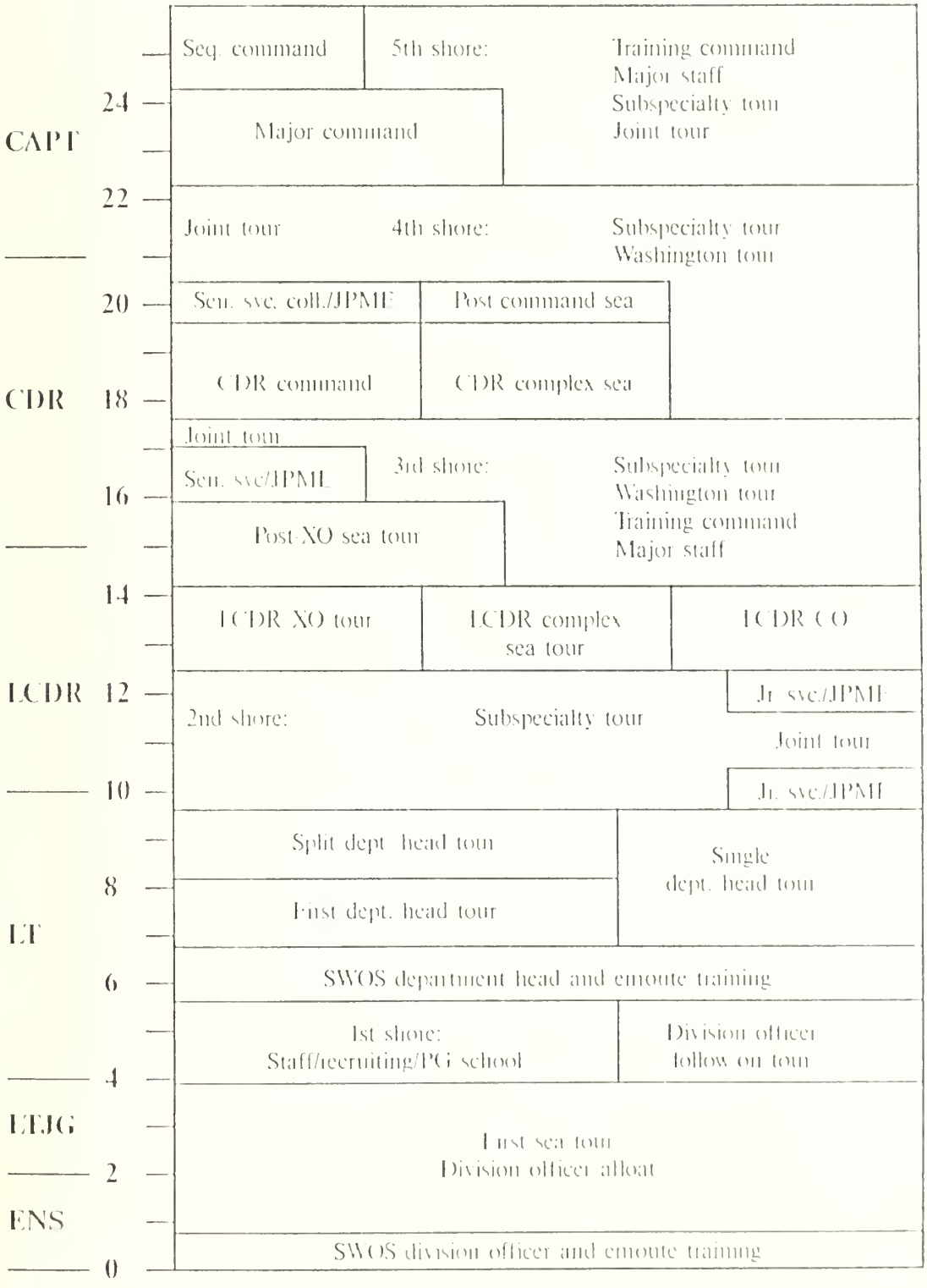
APPENDIX C

Career Progression Paths for Unrestricted Line Officers

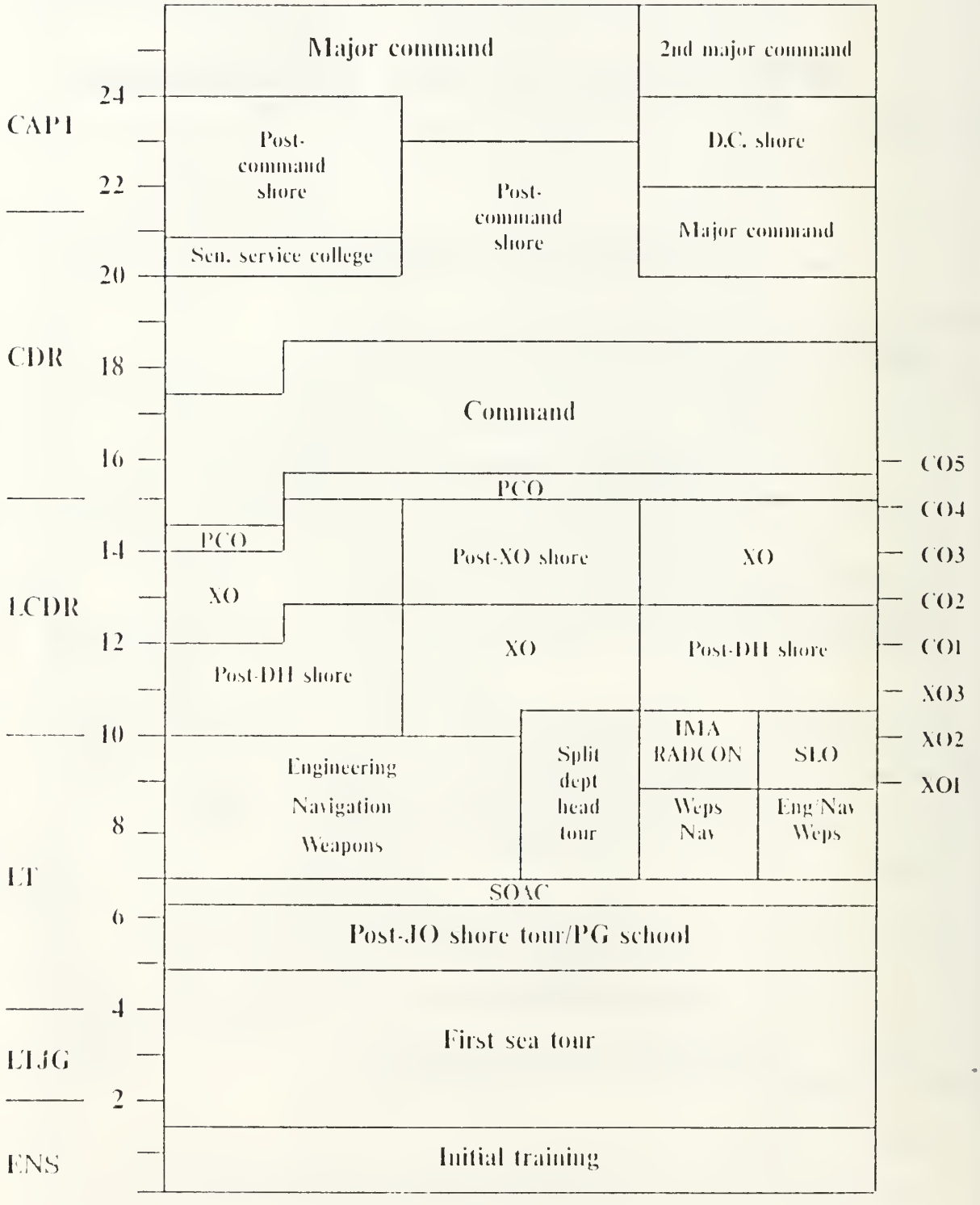
General URL officer career path

CAPT	26 24 22	Command and proven subspec	2-3 tours	Primary career milestone: ☐ Major shore command Options include: Bonus O-6 command tour; senior PME/JPME (note 1); subspecialty tour; major service/joint staff tour (notes 2/3/4).
CDR	20 18 16	Command and proven subspec	2-3 tours	Primary career milestones: ☐ Commander command ☐ Joint specialist designation ☐ Subspecialty utilization Options include: Bonus O-5 XO tour; senior PME/JPME (note 1); subspecialty tour; major service/joint staff tour (notes 2/3/4).
LCDR	14 12 10	Mid-grade ldrship/ subspec develop-ment	2-3 tours	Primary career milestones: ☐ XO tour ☐ Proven subspecialist Options include: Intermediate PME/JPME (note 1); subspecialty tour; major service/joint staff tour (notes 2/3/4).
LT LTJG ENS	8 6 4 2	Basic ldrship/ subspec develop-ment	3-5 tours	Primary career milestones: ☐ Division officer tour ☐ Department head tour ☐ Subspecialty development ↙ Through experience tours and/or Navy postgraduate school. Options include: general experience tour.

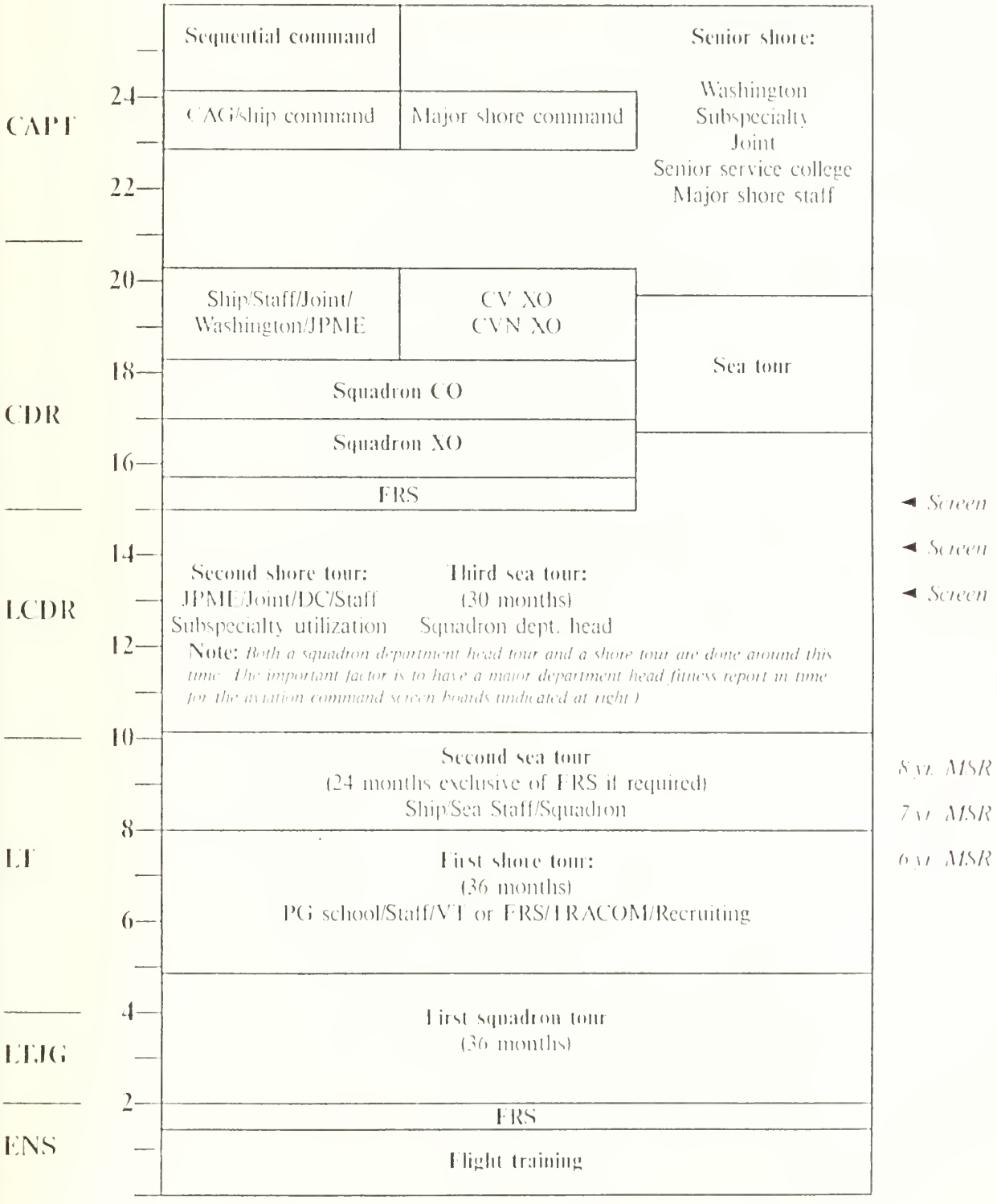
Surface warfare officer career path



Nuclear submarine officer career path



Aviation officer career path



APPENDIX D

Designator Definitions

DESIGNATOR	DEFINITION
1100	General Unrestricted Line (GURL) Officer
1110	Surface Warfare Officer
1120	Nuclear trained Officers, Submarines
1310	Pilot, Fixed-Wing Aircraft
1320	Pilot, Helicopter
2300	Nurse Corps
2900	Medical Service Corps

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